

STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT FOR IOWA WORKFORCE DEVELOPMENT

Diversity Plan's Relationship to Affirmative Action

Each department will submit by July 31st an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

Diversity Plan Content and Design

(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)

I. Hiring and Promotion Practices

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

AGENCY ACTION: If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

As of May 01, 2008, IWD formerly adopted new "Hiring Practices" as reflected in the document attached to this plan as Exhibit 1. The document includes: (a) announcement from Deputy Director, Joseph Walsh to all employees of IWD's Hiring Practices; (b) a chart of IWD's Hiring Process Action Steps that was circulated to all employees; and (c) a power point presentation used in providing training to all supervisory staff on the new IWD Hiring Practices by IWD's EO Officer and Employee Services Manager.

II. Recruitment and Retention Plan

AGENCY ACTION: Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

Organizational Strategy

Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:

IWD is an agency that is comprised of multiple divisions: See organizational chart attached to this document as Exhibit 2. These divisions provide initial and essential services to all 99 Iowa counties and its communities. IWD recognized the inherent diversity of these communities, which provides their uniqueness as communities as well as contributes towards making Iowa a great state. IWD wants to capitalize on the wealth in these diverse communities by utilizing their skills, knowledge, capabilities and talents in fulfilling the hiring needs of our organization. Through recruitment strategies that target the best talent, skills and ability, IWD can continue to provide the very best of services and will be able to effectively compete in the recruitment of Iowa's finest to its workforce. We strive to have an inclusive workforce, one that represents all of the diversity that is within our communities. To accomplish this our recruiting, selection and hiring practices will focus on ensuring that our workforce reflects the diversity that is within Iowa.

The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:

FY 2008 The overall organization strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:

- IWD utilizes the broadest spectrum of exposure to bring awareness of IWD job opportunities and recruitment needs through advertising in traditional and non-traditional ways.
- Retraining all staff that will have involvement in the recruitment and hiring process in diversity and "IWD's Hiring Process".
- Establish "hiring teams" consisting of two to four persons maximum and, through training, assured that they were well versed in the recruitment and selection process.
- Communicate in advance the skills, knowledge and abilities our organization needs and provided reasonable time to achieve effective recruitment to fulfill our needs.
- Establish a network that identifies applicants not selected for hire in the specific position they have applied for that enables us to notify them of IWD job opportunities, both current and projected, based on their skills, knowledge, experience, and abilities.
- Utilize the employment service workforce centers as a source to publicize IWD's job opening opportunities to the public.
- Trained all managers within the organization on the application of the "IWD Hiring Process."
- Established a requirement for a "justification letter" for all proposed hiring within the organization before hiring is approved or any job offer is made.
- Established a requirement for the Director's (or his/her designee) review and approval before any hiring offer is made when a position is under-utilized (UU) or otherwise being filled.
- Establish coordination between the HR Manager and the AA Compliance Officer in addressing "IWD Hiring Process".
- Posting job vacancies where applicable on Iowa Jobs.org, the National Job Bank system referred to as "scraping".

FY 2009

- IWD is working to Increase the awareness of all IWD staff of the skills, knowledge and abilities needed for current and future IWD job opportunities. It is our intent to enable our employees to prepare for promotion and transfer opportunities through their being knowledgeable of our needs, both present and projected future needs.
- Retraining all staff that will have involvement in the recruitment and hiring process in diversity and "IWD's Hiring Process".
- Maintaining continual communication with DAS and the Recruitment Specialist for a proactive approach to meeting IWD's hiring needs.
- Establish a budget for advertising job opportunities for difficult-to-fill positions.
- Develop a network of protected class resources for communication/publication of IWD job opportunities through contact with churches, trade organizations, advocacy groups (that are community-based).
- Providing identified advocacy/community groups information and documentation that describes our agency, it's functions, and the type of job functions and skills we generally recruit to fulfill our mission.
- Website – utilizing IWD's website to communicate its job opportunities.
- Establishment of an IWD Diversity Team, whose mission will be to promote appreciation and acceptance of diversity internally and externally in representing IWD.
- Establish a "Hot Line" for job seekers to call to get information about IWD's current hiring opportunities.

Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:

FY 2008

IWD's managers play an integral role in the hiring process. The primary requirement is that they be trained in selection, hiring, recruiting, diversity awareness and affirmative action. Management has the responsibility of oversight of the "Hiring Process" in their respective areas of responsibility. All levels of management from those with direct reporting responsibility to the Director of IWD, to those having intermediary reporting responsibility to mid-management are inclusive our "IWD's Hiring Process" (IWDHP). Each level of management's role is defined in our "Hiring Process." The Employee Service manager and staff process hiring requests that have been approved through a process requiring prior approval from the Regional

Director/Regional Manager and the Agency Director of IWD before any action is taken to recruit for a hiring opportunity. This system (IWDHP) went into effect in May of 2008 and it is our intent to continue to utilize this system during FY 2009. Please see the attached "IWD Hiring Process", effective May 01, 2008 attached to this plan as Exhibit 1.

FY 2009 All the above is applicable to FY 2009.

The name and contact information of a primary recruitment contact for usage by DAS is:

- Jon Nelson, Employee Services Manager – (515) 281- 3315
- Harvey Andrews, AA Compliance Officer 2 – (515) 281- 8149

Analysis of Factors Affecting Recruitment

Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):

A total of 75 positions are projected to be filled during FY 2009.

Of the difficult to fill and high turnover job classes, following are recruitment barriers that have been experienced:

- a. There are a fewer number of applicants in this geographic location possessing the requisite skills.
- b. Lack of a central focus in the area of state recruitment. (This barrier has been addressed by the state.)
- c. Competitive wage package for certain identified job classifications.
- d. Lack of an extensive public communication of the job opportunities available.
- e. Budget constraints are attributed to the lack of a more comprehensive focus on identifying non-traditional resources in the recruitment of women, minorities and persons with disabilities.
- f. Short time frame of the knowledge of job vacancies, which restricts more comprehensive recruitment exploration.
- g. There has been an increased demand for applicants with skills and technology than the state's applicant pool has provided.
- h. Lack of travel incentive for applicants outside of the State of Iowa for travel to interview.

Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:

Based on previous experience, it has been difficult to identify qualified candidates with the requisite skills to meet IWD's available hiring opportunities in the following job classes.

- 00119 Info Tech Spec 2
- 00120 Info Tech Spec 3
- 00121 Info Tech Spec 4
- o 00122 Info Tech Spec 5
- o 00666 Safety/Health Consultant
- o 00674 Senior Industrial Hygienist Box

Of the total number of positions to be filled, the following job classes have been identified as high turnover:

- 00807 Workforce Advisor
- 00119 Info Tech Spec 2
- 00120 Info Tech Spec 3
- 00121 Info Tech Spec 4
- 00122 Info Tech Spec 5

Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:

Of the difficult to fill and high turnover job classes, following are recruitment barriers that have been experienced.

- a. There is a smaller applicant pool in this geographic location possessing the requisite skills resulting in higher competition for organizations for skilled personnel.
- b. Lack of a central focus in the area of state recruitment. (This barrier has been addressed by the state.)
- c. Competitive wage package for certain identified job classifications.
- d. Lack of an extensive public communication of the job opportunities available.
- e. Budget constraints are attributed to the lack of a more comprehensive focus on identifying non-traditional resources in the recruitment of women, minorities and persons with disabilities.
- f. Short time frame of knowledge of vacancies, which restricts more comprehensive recruitment exploration.
- g. There is greater demand and competition for skills and technology than the state's applicant pool provides.

h. Lack of travel incentive for applicants outside of the State of Iowa.

Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:

These difficult to fill and high turnover job classes typically UU for protected classes are:

	UU for
Info. Tech. Spec. 4	Females
Info. Tech. Spec. 5	Females
Safety Health Consultant	Females
Senior Industrial Hygienist	Females

Largely the UU in job classes listed are UU non-preferentially.

List the barriers that have been identified in recruitment of the protected classes:

The barriers that have been identified in recruitment of the protected classes are:

a. Time restraints due to operational demands and limited allocated recruitment resources to target non-traditional sources for out reach providing awareness of IWD job opportunities. (This is being addressed through DAS recruiter currently.)

b. There is a need for more visual diversity representation in IWD's recruitment structure.

c. Lack of consistent training in assuring that all persons involved in the recruitment and selection process receive training in diversity, recruitment and selection and Affirmative Action.

d. Lack of inclusivity training in creating employee awareness of opportunities of promotion and transfer activities in advance of the existing hiring opportunities.

e. Lack of an internal diversity team to be a part of new employee orientation to communicate and receive feedback/concerns in this area to more effectively address these needs of the orientation of new employees.

f. Lack of communicating the structure of IWD divisions together with a breakdown of the type skills, knowledge, technology and experience we recruit to more effectively target protected class recruitment outreach sources both traditional and non-traditional.

g. Lack of greater transparency and failure to communicate a clearer understanding of the state's application process.

h. Lack of internal communication. There's a need to disseminate more information about IWD's internal structure and its departments to IWD's employees.

i. A lack of encouragement and consistency in the notification of employees by management of job opportunity assignments which are prerequisites or preparatory steps to jobs of higher pay and responsibility.

j. Lack of a formal skills inventory of all employees.

k. Lack of a training opportunity that would enable high tenured employees to compete in the interview process at a level with applicants possessing more recent interviewing skills and having had numerous recent interviews in comparison to IWD high tenured employees. This will enable these employees to better compete for job openings through building stronger interviewing skills.

The following methods and activities are planned to deal with recruitment barriers in FY 2009:

a. Work closely in addressing our vacancies using the resources provided through the DAS recruiter and staff.

b. Assure the external and internal recruitment efforts take into account diversity and be represented by participants that reflect IWD's diversity.

c. All personnel involved in IWD's hiring process will be trained in diversity, recruitment and selection, and affirmative action.

d. Contact will be established with a variety of community and trade organizations to communicate IWD's job opportunities and knowledge of our agency, thus encouraging them to join IWD in its outreach to the diverse populations they serve.

e. Increase transparency of IWD's hiring procedure to it's staff has begun and will continue through the publishing and dissemination of the "IWD Hiring Process." An increased clarification of the internal promotion, transfer and job assignment process will be provided to all employees.

f. All supervision will be provided consistent instructions in the application of job assignments within their departments.

g. IWD will identify the requisite skills and experience requirements that lead to positions of higher responsibility and classification by division/department.

h. Establish a network to encourage and assist new employees' integration into IWD's workforce.

i. Encourage IWD employees to assist in identifying job candidates, encouraging them to apply at IWD when hiring opportunities exist.

j. Work together with IWD's communications department to create a pamphlet about IWD and its employment opportunities.

k. Make available to all IWD employees, on a voluntary basis, training in preparation of cover letters, resumes and interviewing skills on IWD's web site.

l. Establishing a "Hot Line" to provide IWD's job opportunities establishing a database of interested applicants. The "Hot Line" will assist IWD in encouraging prospective applicants to contact the DAS when seeking employment for hiring opportunities in IWD.

m. Managerial networking to assuring all employees are aware of projected future job opportunities and their requirements (where possible) within the organization since January.

Sourcing Activities and Tools

In FY 2008 we attended the following career fairs, networking events, and community events:

In FY 2008, we did not attend sourcing activities due to the transitioning of IWD's Employee Services department, the EO Officer and a change in the Directorship and Deputy Directorship of the agency. Iowa Workforce Development was represented in the series of meetings addressing state hiring practices and diversity.

In FY 2009, we plan to attend the following career fairs, networking events, and community events:

FY 2009, we plan to be represented at events between now and the end of the fiscal year 2009. These will be events that address career fairs, networking events, and community events.

Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:

Tool	FY 2008	Budget Est.	FY 2009	Budget Est.
Internet Job Postings	Through IWD WF Centers & Monster.com		Through IWD WF Centers & Monster.com	
Resume Search Products				
Standard News Print	Des Moines Register		Des Moines Register	
Specialty Trade Journals				
Radio				
TV				

Open House				
Search Firms				
Temporary Staffing	Merit Resources/ USA Staffing		Merit Resources/ USA Staffing	

Other (please list):

Tool	FY 2008	Budget Est.	FY 2009	Budget Est.
IWD Hot Line	FY 2008	\$20.00/month	\$20.00/month	\$20.00/month

Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:

In IWD's experience, the most effective sourcing tools have been internet job posting and BrassRing applicant tracking.

Other Recruitment Management Methods

In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):

Passive candidates were recruited in FY 2008 by word of mouth networking largely through IWD's employees.

Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:

IWD uses interns primarily recruited from colleges and universities. This is accomplished through direct contact by IWD's Employee Services department with colleges and universities advising them of our needs.

Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:

IWD uses temporary employment services for recruitment of IT personnel and also employs temporary personnel (700 hour employees). Temporary Employment Services personnel that express interest in full-time employment with IWD must apply for open positions that have been processed through the contractual agreement arrangements through the DAS hiring process when vacancies become

available. Temporary personnel (700 hour) employees must also apply through the DAS hiring process when vacancies become available.

Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:

Unsolicited resumes are copied. One copy is forwarded to DAS and the other is maintained by IWD Employee Services department. A letter is sent to the applicant letting them know they must apply through the DAS hiring system when positions become available. The resume copy maintained by IWD is then reviewed when positions become available. The applicant may be notified by phone/e-mail that a vacancy exists and they must apply at DAS should they have an interest.

Milestones and Timetables

Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:

Industrial Hygienists and Senior Industrial Hygienists have been hired. These positions are UU for females and minorities and are on IWD's difficult to recruit list.

To enhance our recruitment efforts in this area, we plan to network often with schools, trade groups, job fairs, and periodicals that target persons with this skill group. Our internet employers will be encouraged to spread information about our hiring opportunities.

IWD has recruited a Labor Market Research Division Administrator who is a member of a protected class effectively increasing minority representation in upper management management.

By focusing on increasing recruiting efforts to attract women, minorities and persons with disabilities in upper management, we see an increase in protected class persons in upper management. This increases IWD's ability to network and attract a more diverse workforce.it list.

For FY 2009, provide a timetable for those activities you plan to implement:

a. This is currently on-going and will continue throughout FY 2009 (July 2008 - June 2009).

b. During the 2nd quarter of FY 2009, IWD will identify those representatives and address their role in recruitment with them.

c. This is on-going and will continue throughout FY 2009.

d. This will be established during the 2nd quarter of FY 2009 (Oct. - Dec.) and 3rd quarter (Jan. - Mar.).

e. Increased clarification of the promotion and transfer and job assignment process is on-going and will continue communication through the 2nd and 3rd quarters of FY 2009 to employers and management.

f. Increased clarification of the promotion and transfer and job assignment process is on-going and will continue communication through the 2nd and 3rd quarters of FY2009 to employers and management.

g. This will be accomplished during the 2nd through 3rd quarter of FY2009 and possibly communicated to employees in the 4th quarter.

h. IWD diversity group will be established in the 2nd quarter (Oct. - Dec.) of FY2009.

i. This will occur during the 1st quarter of FY 2009 (Jul. - Sept.).

j. This will be accomplished during the 2nd quarter of FY2009 (Oct. - Dec.).

k. 2nd quarter of FY 2009 (Oct. - Dec.).

l. 2nd Quarter of FY 2009 (Oct. - Dec.).

m. Based on management job opportunity projection estimates, management will review the PDQs and communicate the prerequisites of the projected job opportunities pending operational needs and changes. This will be accomplished by the end of the 2nd quarter (Oct-Dec). Management will reserve the right to use discretion as to when and which PDQs will be communicated based on concern for the privacy and confidentiality of others.

Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
 - Turnover
 - Promotions
 - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

Turnover

From a retention perspective, the following job classes present the greatest challenge:

Turnover

The following job classes present the greatest challenge:

EEO Cat	Job Class	Class Title
2	00807	Workforce Advisor
2	00119	Info Tech Spec 2
2	00120	Info Tech Spec 3
2	00121	Info Tech Spec 4

List the issues you have identified that contribute to the turnover in these classes:

Issues affecting turnover in these job classes are primarily attributed to retirements and budgetary cutbacks.

Check the methods you use to identify turnover factors (check all that apply):

☒ Exit interviews

Describe how these are conducted:

- Exit Interviews – Employees, having expressed their intent to leave the organization, are provided an Exit Interview form to fill out and then return to the AA Officer. The AA Officer reviews the form and schedules an interview to get elaboration on the exit interview documentation submitted.

☒ Workforce surveys (employee engagement, satisfaction)

Describe how these are conducted:

Periodically as the need arises IWD does employees surveys focused on employee satisfaction concerns. The last survey was accomplished a year ago.

☒ Management team meetings/exercises

Describe how these are conducted:

- Management Team Meetings/Exercises – Exit information statistical reports are provided to upper management for review and comments together with the impact of exiting on the organization's AA Plan.

☒ Other methods (please describe):

The AA Officer gathers employee exiting statistical data from the HR associates and compiles this information into the "IWD Turnover Report."

Promotions

Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:

Some of the most critical competencies perceived to be most lacking in IWD are:

- Good writing skills
- Interviewing skills
- Software knowledge
- JAVA and Oracle computer language skills
- Project Management skills
- Knowledge of functions of departments other than their own
- Lack of an overview of the entire functional processes of which they perform with in a departmental section.

Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:

The competencies most likely to effect a decision in IWD to open a vacancy to the general public rather than promotional are:

- Poor interviewing skills (of internal employees with high tenure)
- Need for specific software knowledge
- JAVA computer language skills

Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc. :

- Poor interviewing skills

- Lack of software skills
- Lack of exposure to up-to-date technology in their area of expertise
- Failure to upgrade existing skills
- Lack of inter-department knowledge sufficient to communicate their existing skills and experiences to promotional opportunities that exist in departments other than those of their own department.

Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):

These barriers differ for protected class employees (females, minorities, person with disabilities) only in that in addition to these identified barriers, the degree of knowledge of diversity acceptance of our staff can impact the presence of protected class persons in our workforce. The more this knowledge increases the greater the level of inclusivity we will experience. Based on the action steps listed to address diversity concerns in IWD there should be an increased presence of protected class individuals in upper management as well as in the general workforce in a manner that is reflective of the diversity in Iowa's external available workforce. IWD will continue to value its diversity.

Employee Engagement

Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:

IWD does provide exit interviews to departing employees and seeks continuous improvement in employee engagement from the information received through this process.

Identify what topics you address:

- ☒ Understanding of the organization's vision and mission
- ☐ Managerial approachability and style
- ☐ Job satisfaction
- ☒ Cultural inclusion
- ☒ Flow of and access to information
- ☐ Career progression awareness
- ☐ Work/life balance
- ☒ Other - Meeting with employees encouraging them to speak candidly about any concerns they have.

Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:

- ☐ Good ☒ Needing Improvement ☐ Unknown

Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:

The employee communication methods used to make employees aware of the support, programs and promotional opportunities available are through the posting of positions in accordance with the agreement between IWD and applicable unions. Additionally the Employee Services department sends out e-mail communiques regarding a variety of benefits and opportunities that are beneficial to the employees. IWD also has volunteer groups that promote charitable drives that are supported by the organization.

Describe any changes you plan to make around employee engagement in FY 2009:

IWD plans to make the following changes to enhance employee engagement in FY 2009:

- Increasing awareness of all IWD staff of the skills, knowledge and abilities needed for IWD current and anticipated future job opportunities in a manner that affords respect for employees' privacy and confidentiality.
- Using the internal e-mail system to communicate training opportunities to all employees in areas necessary to increase enhancement of employee engagement such as focus on training in accepting diversity, effective communication, 'getting to yes' techniques in negotiating and dispute resolution.
- Establish quarterly highlights and accomplishments for all IWD Divisions/departments and publish this information.

Plans to Improve – FY 2009

Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:

☒ *Orientation and On-boarding:*

Currently, IWD has an orientation program that will continue during FY2009. Retention is improved by assuring through this process that all new employees know the expectation of them as employees, as well as enabling them familiarity with resources, benefits and ways of addressing any concerns that would otherwise affect their progress within the organization.

☒ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:*

IWD will provide resources in interview training and skills on a voluntary basis.

☒ *Workplace accessibility (visual, physical):*

IWD has policies and procedures structured to provide both visual and physical accessibility to its employees and customers. During FY 2009 this will continue to be available to all its employees and customers.

☐ *Mentoring:*

☒ *Awards and Recognition:*

IWD will provide recognition for its employee's note-worthy accomplishments and achievements during FY 2009 via e-mail, awards and certificates as well as personal departmental recognition for achievements by their supervision.

III. Diversity Training

AGENCY ACTION: Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

IWD will assure that all employees (management and supervisory) engaged in the hiring process will be trained in state mandatory diversity during FY 2008 and FY 2009.

Provide information about diversity-related training planned for FY 2009 in the text box.

Plans are currently being formulated for state mandatory diversity training and this information will be provided upon availability.

Note: Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

IV. Workforce Composition and Hiring Opportunities

AGENCY ACTION: The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.

- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

V. Efforts of the Agency to Encourage and Celebrate Diversity

AGENCY ACTION: Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.

IWD recognizing the inherent diversity in the communities we serve, and that this contributes towards making Iowa the great state it is and has the potential to be; IWD wants to capitalize on the wealth that is found in these diverse communities utilizing their skills, knowledge, capabilities and talents in fulfilling the hiring needs of our organization. Through recruitment strategies that target the best talent, skills and ability with focus on equal opportunity, IWD can continue to provide the very best of services and will be able to effectively compete in the recruitment of Iowa's finest to its workforce. We strive to have an inclusive workforce, one that represents all of the diversity that is within our communities. To accomplish this our recruiting, selection and hiring practices will focus on ensuring that our workforce reflects the diversity that is within Iowa.

Describe how your managers and supervisors will be involved in diversity.

IWD managers will be required to support IWD's Diversity Team through their personal involvement and their encouragement of employees to participate in the diversity team's programs and activities.

Managers will when hiring or involved in promotion or transfer activities access the diversity needs of their area of responsibility and seek to positively address them with the knowledge of their current and future job projections.

The Director and Deputy Director of IWD will formally endorse and provide support to IWD's Diversity efforts and its Diversity Team.

Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.

In FY 2009, IWD will establish a diversity team that is representative of the diversity within the organization.

- Each quarter there will be a planned diversity event open to all employees to foster inclusiveness.
- The diversity team members will receive information each quarter designed to enhance their ability to be change agents in the organization.